

7/27/06

Cultural Policy Review for the Arts (CPR) Communications Plan

Cultural Services (CS) Division

Strengthen direct communication between the Cultural Services Division and Mayor, City Council, Cultural Services Advisory Committee (CSAC), Mayor's Committee on Cultural Policy Review for the Arts (CPR), and CPR consultant Request For Proposal (RFP) review committee, stakeholders, interested citizens and news media.

Including everyone in the process builds teamwork and a feeling of belonging, breaking down feelings of us vs. them, which are common in many city governments and in many relationships of city government with citizens. The goal is to communicate to everyone who wants to participate and has interest in the outcome.

Strong and Consistent Messages – A successful communication plan is more effective when the theme is strong and messages are consistent vs. communicating unrelated and scattered. The communication plan should support, reinforce and reflect the goals of the CS and City government as established by the City Council and the City management.

Targeted Audiences

Identifying and prioritizing target audiences is a key component of a communication plan. Without such identification, a communication plan can slip into a "ready-fire-aim" approach rather than a planned "ready-aim-fire" approach.

Key Audiences (pro-active communications)

1. Mayor and City Council
2. Members of - Mayor's Committee (includes CSAC)
- CPR RFP Review Committee
3. Resident Company General Managers and Boards
4. News Media
5. Interested stake holders: members of arts group and, organizations, including:
 - a. Lane Arts Council)
 - b. Downtown Eugene Incorporated (DEI)
 - c. Convention & Visitors Association of Lane County Oregon (CVALCO)
 - d. DIVA
 - e. Eugene Chamber of Commerce
 - f. Neighborhood Chairs
 - g. DEMI
 - h. and others.

6. Cultural Services Division managers and employees
7. Faculty in University of Oregon departments working with the Arts.
8. Staff and members of the board of directors of the Jordan Schnitzer Museum of Art at the University of Oregon.
9. Faculty at Lane Community College departments working with the Arts
10. Elementary, middle and high school teachers at Eugene School Districts, including alternative schools, and private schools in Eugene
11. City of Eugene Executive Committee
12. All interested Eugene citizens.

Other Audiences

1. Other regional government leadership.
2. Organizations delivering and providing services to the Arts community.
3. All interested City employees.

Goals of the Communication Plan

- Ensure the Mayor and City Council are an integral part of the overall CPR Communication Plan.
- Ensure CPR communication to all stake holders and interested individuals.
- Ensure two-way communication with Mayor's Committee (including CSAC) and CPR consultant, and the opportunity for stakeholders and interested individuals to provide input in the process.
- Provide proactive communication with the media and members of the community.
- Ensure an atmosphere of inclusiveness.

Strategies and Actions

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- Develop Cultural Services (CS) City portal web page as the primary communication vehicle. All CPR updates will be posted on CS City portal page.
- Develop pages within CS portal site to address RFP review committee and Mayor's Committee business, including agenda and location of upcoming meeting(s), minutes of past meeting(s), relevant documents.
- Develop feedback and e-mail listserv functions via City portal. Feedback function collects data in database.
- Feedback will be sent weekly (Fridays) to all members of the Mayor's Committee, consultant and project manager. ...
- Development of Frequently Asked Questions (FAQ) document to be posted on CPR portal page. To be posted by mid-August of 2006.
- Development of CPR updates.
- Send FAQ document and updates via e-mail, to Key Audiences, including listserv. Hard copies may be picked up from Theresa Sizemore-CS and the Eugene Public Library.
- Include www.ci-eugene.or.us/CulturalPolicyReview link and the feedback function in all communications.

- An automatic message will be received by everyone thanking the individual for the input and sharing the process.
- Develop group e-mail of all Mayor's Committee members plus cc to consultant and project manager.
- Develop general e-mail address to which all individually received input can be forwarded to and post on CPR portal page: CulturalPolicyReview@ci.eugene.or.us
- Continue with articles (CPR and other CS topics) to City Council newsletter, Angel's Friday letter to all LRCS employees, CSAC members and Resident Company managers.
- Continue to maintain strong media database to quickly release information.
- Develop a Scope of work of the CPR process and post on CPR portal page.
- Written material may become available throughout the process. Post material to the CPR portal page as soon as it becomes available. .
- Until further notice, Billie Rathbun-Moser (with assistance from Kathy Madison) will continue the implementation of this communications plan.

Communication Mediums

External

- **Web Portal – CS Pages, including CPR pages**

Description: The site will contain agendas and minutes, news items, overview document, news releases, and other relevant information.

Additional business information, including Hult Center rental rates, technical information, and hot links to HultCenter.org (the consumer "buying tickets" site) are provided via hot links.

Objective: To provide "one-stop" access to CS business information, including CPR information, via the World Wide Web.

Strengths: Extremely flexible. Easy to keep current and to add or delete information.

Weaknesses: Is available only to citizens with Internet access.

Audience: All key audiences. Anyone with access to the Internet.

- **FAQ Document and Updates**

Description: A quarterly update will be developed by CPR .

Objective: To provide regular updates to key audiences.

Strength: Factual, up-to-date insight into process and time line.

Weakness: None.

- **News Releases**

Description: A prepared news or publicity item about CPR business. News releases should be timely and relevant and contain the facts of the information. The release should include newsworthy, "milestones-type" information: who, what, where, when, why and how.

Objectives: To provide the local media timely, accurate, and useful news about the CS. Releases are sent via e-mail to the local media.

Strengths: Easy to write and distribute.

Weakness: Not always "picked-up" and used by the media. Subject to "mediation"; not a direct means of communicating with interested individuals.

Audience: Local media and their audiences.

- **Public Meetings** –Mayor's Committee meetings will be held and notices provided as "Public Meetings" per State of Oregon Public Meetings Law

Description: Mayor's Committee meetings will be scheduled on a regular basis. The first meeting will be held in June 2006. Future meetings schedule is posted on CPR portal page.

Objective: To present the community with an opportunity to be involved in the process, express opinions and give input on the specific issues.

Strengths: Attendees hear the opinions of others and have a greater appreciation for the issue as a whole beyond their own personnel opinions.

Weaknesses: It's difficult for many people to attend meetings.

Audience: Stakeholders and interested individuals.

Internal

- **Angel's Friday Letter**

Description: Angel Jones, Executive of LRCS distributes a one-page newsletter to all LRCS employees each Friday. Certain updates may be included for the benefit to LRCS employees.

Objective: Keep employees informed about CPR issues that might affect them directly or indirectly.

Strengths: Very positive and upbeat. Simple, easy to submit to request inclusion. Well read by staff.

Weaknesses: Published only weekly; may not be timely for all communication. Limited space.

Audience: LRCS employees.

- **City of Eugene Executive Team Info Share**

Description: Angel Jones will share quarterly updates and additional information in Exec Meeting's Info Share time.

Objective: Keep Exec Team informed of CPR process.

Strength: Continued information flow within City leadership.

Weakness: Meetings held weekly, may not be timely for all communications..

Audience: City leadership team.

- **All Hult Center Users E-mail**

Description: Each CS employee receives e-mail directed to "all Hult Center users". E-mails may include news releases, submissions to the weekly City Council newsletter, and additional information per the directive of Cultural Services Director.

Objective: Ensure that employees hear news as soon as possible directly from LRCS leadership.

Strengths: Quick and timely information.

Weaknesses: Not all employees check their e-mail on a regular basis. Temporary employees do not receive "all Hult Center users" e-mails.

Audience: CS employees

- **Managers' Staff Meeting**

Description: Managers of all CS departments gather every other week to keep each other informed of issues in their own departments. The meetings provide an

opportunity for the managers to discuss issues and to keep abreast of what is happening in all departments.

Objective: Ensure that all managers are familiar with issues related to CPR.

Strengths: Opportunity to communicate direction with CS managers and for them to discuss the progress of the CPR or ask questions,

Weaknesses: Meeting held only bi-weekly; may not be timely for all communication.

Audience: CS managers